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El Morro

Fort Buchanan

VOL. 46 ISSUE 4

The Sentinel of the Caribbean

NOVEMBER 2010

The next evolution of workforce development

By Luis Delgadillo

Fort Buchanan Public Affairs

He is new to the position but no stranger to leader and workforce development.

Now, Rafael Contreras, who was selected in September for the position of Work-

force Development Program Specialist, is wasting no time in getting his agenda moving.

From his little corner of the universe he plans on shaping how the Fort Buchanan workforce will grow.

He can be found at the

Welcome Center in a corner of the building belonging to Child and Youth School Services and encourages people to drop by for guidance.

"We're not trying to reinvent the wheel ... we have to utilize the tools that the Army

has given us," Contreras said.

Instead, he aims to lead a revival of workforce development so general schedule and non-appropriated funds employees from all directorates will be exposed to new opportunities.

Prior to being selected for the new job, Contreras was part of the Directorate of Plans Training and Mobilization where he was the training instructor. His focus

See **LEADER** pages 8

FMWR



Oral History Project

Beginning in January the Fort Buchanan Public Affairs Office will officially launch its oral history project. As many of the older generations of veterans age or pass away some memories of their service to the country may be lost.

To preserve and maintain a part of Puerto Rico's rich military tradition the goal of the Oral History Project will be to preserve those memories on tape.

We are actively seeking volunteers for this project. Veterans interested in telling their stories should contact Pedro Silva at (787)707-4013 or via e-mail at pedro.silva@us.army.mil

Can Fort Buchanan be safer?

George Roman, post safety officer, says yes but he can't do it all by himself

By Luis Delgadillo

Fort Buchanan Public Affairs

As one of the more visible facets of Fort Buchanan's safety culture, the motorcycle safety program runs like clockwork but just as the program is a success, the greater Fort Buchanan safety culture needs some attention.

Members of the Fort Buchanan community have been lucky. No major accidents resulting in serious injury or death have occurred over the past year but according to George Roman, the installation safety officer, that is not necessarily something he's ready to celebrate. What he will celebrate, however, is the safety stand down he has planned here on Nov. 17.

"A safety stand down is one way of saying 'production is important to me but safety is more important than production so I'm going to stop my production to make sure I'm doing it safely.'"

The way he sees things, the longer Fort Buchanan goes without a major accident the higher the probability of one occurring.

"Lt. Gen. (Rick) Lynch



Photo by Luis Delgadillo

Luis A. Salazar, lead instructor Army Safety training walks back to the motorcycle belonging to Capt. Javier Soto, who is with the 402nd Civil Affairs Battalion at Fort Buchanan Oct. 25. Soto took the basic rider course more than two years ago and said he was taking the advanced course to polish his skills.

seems to be very intent that safety has to be in the framework in which we do the work that we do. And it makes all the sense in the world because you really want to conserve those resources to get your mission done," said Roman.

Still, the typical workplace hazards aren't necessarily what he has in mind.

"We're not speaking about OSHA, we're not speaking about just conserving people at their workplace, we're talking about conserving materials

and equipment and the things that we need to get the job done. All of those things can get broken, lost, or misused and all of that is part of a holistic safety program," he said.

See **SAFETY** Page 6



El Morro

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El Morro is published monthly by the Public Affairs Office, U.S. Army Garrison. Circulation 5,000.

All editorial content of El Morro is prepared, edited, provided and approved by the U.S. Army Garrison Public Affairs Office. For guidance on how to submit items for publication e-mail the garrison Public Affairs Office.

The Editor reserves right to edit all submissions and to determine the suitability for inclusion in El Morro.

Every effort will be made to publish submissions in a timely manner. However, time, layout, style and editorial considerations, as well as determinations for publication, are made by the Commander or the Public Affairs Officer.



Commander's commentary

As Fort Buchanan's Garrison Commander and a Soldier of the United States Army, I am humbled and deeply honored to be with you on this Veteran's Day and see our nation and our community united to pay homage to our heroes from past wars and conflicts.

Let us briefly revisit history and recall the basis for this celebration, when an armistice between the Allied Nations and Germany went into effect on the eleventh hour of the eleventh day of the eleventh month to end World War I, also regarded as "the war to end all wars."

As we all know, history took another turn and wars and conflicts did not end.

Our veterans went into

harm's way again and again, from Germany to Pearl Harbor, from Korea to Kuwait, from Vietnam to Iraq, defending freedom and our democratic way of life.

On Nov. 11, as in the first Veteran's Day in 1954, we will pay tribute to the courageous men and women who took the Oath of Allegiance as members of the United States Armed Forces, honoring their word, their commitment and their loyalty.

For some people, Veteran's Day may as well be another day off from work, but for veterans who once wore this uniform and for all the military who still wear it with pride; this holiday has a distinctive meaning.

For those of us who wear

the uniform and for our families, these are difficult times.

The veterans that are with us today witnessed the intense emotion of deployments, separation, leaving loved ones behind to bravely respond to the call to duty, to defend our nation.

In the words of our late president John F. Kennedy, "as we express our gratitude, we must never forget that the highest appreciation is not to utter words, but to live by them."

Therefore, as we pause to remember our veterans — Soldiers, Marines, Sailors, Airmen and Coast Guardsmen, let's also remember our men and women in uniform engaged around the world defending our freedom, secu-

rity and prosperity.

Just like the veterans before them, these brave men and women exemplify the honor, courage and commitment to our nation. Honored veterans, we owe our liberty today to your sacrifices in years past. Your country will not forget, we must not forget what you have done for us.

The very foundation of this nation rests on the selflessness of your service. I want to thank all veterans and service members for your dedication and continuing contribution to our country.

On behalf of a grateful nation, I salute you, our heroes, our veterans who defended our freedom so we can live in peace. To all, mission accomplished!

The Army's Backbone *By Command Sgt. Maj. David G. Davis*

Prior to my extended leave of absence last December, there was a measurable, palpable battle rhythm around post that you could feel in the air. Things just seemed to hum along.

Leaders were seen making on the spot corrections and Soldiers were where they were supposed to be; they knew what was expected of them and they executed their daily business smartly.

Since my return, though, life around the garrison appears to be disjointed. People and Soldiers seem disoriented. In fact, many civilians and other service members have approached me conveying the same uneasy feeling.

Make no mistake about the meaning of this article. I see far more good in what Soldiers, Sailors, Airman, Marines and Coast Guardsmen do every day than I do with the few individuals — officers and enlisted alike — who believe they are above regulations, standards and military discipline by violating their respective service uniform

policies.

Those who time and again meet the standard speak volumes of personal discipline, character, competence, and professionalism. With that in mind, every lapse or failure to do what is right when no one is looking, however small, is an indication of a breakdown in the leadership structure.

Additionally, when an individual is made aware of an infraction, yet continues to ignore the NCO making the on-the-spot correction, is not just guilty of being disrespectful, but dishonors the uniform and grade to which they hold.

We are at armed conflict on two fronts. Every instance of not adhering to the established standard can jeopardize a mission and manifest itself into bigger problems to include the loss of life. It's that serious. I can't emphasize this enough. We must never stop holding ourselves and our troops to the established standard.

First and foremost adher-

ence to standards is a matter of pride and discipline. Soldiers must project a military image that leaves no doubt that they live by a common military standard which are non-negotiable and clearly articulated in Army regulations. We do not modify standards or change standards, we comply with standards — officer and enlisted alike. Noncommissioned Officers are charged and empowered to enforce standards. By virtue of their grade, they are directed to enforce standards.

Regardless of your grade or position, if you're stopped by a Sergeant/E-5, a Staff Sergeant or Master Sergeant regarding an on-the-spot correction, don't give them grief, just make the correction and move out.

For sergeants to thrive, it is incumbent upon us as senior leaders to remember our duty in growing sergeants. We need to hold ourselves accountable and lead by example demonstrating the standard in all that we do. This leading by example em-

powers the young NCO to enforce standards on their small piece of the Army. NCO's are the front-line in enforcing and reinforcing our institutional values.

They make it happen — they inspire Soldiers to work toward common goals, lead from the front, and provide what right looks like. When in doubt see your first-line leader or refer to Army Regulation 670-1.

But whatever you do, don't disregard a noncommissioned officer by ignoring his or her on-the-spot correction. As I said earlier, every instance of not adhering to the established standard can manifest itself into the loss of a Soldier.

If you have further questions, please refer to your respective service regulation or your first line leader.

Until next time, I challenge everyone — military and civilian — to stay physically fit, mentally tough and be a team player. And, by all means, follow the established standards.

Defender 6 sends

Launch of IMCOM Campaign Plan Version 2.0 reemphasizes need for safety

As Commanding General of IMCOM, the Assistant Chief of Staff for Installation Management and the co-chair of the Services and Infrastructure Core Enterprise, my installation management and safety responsibilities extend beyond the boundaries of IMCOM.

My Commander's Intent is to provide the facilities, programs and services required to support Army readiness, sustain the all-volunteer force and provide the infrastructure for current and future mission requirements. Safety is key to accomplishing my intent. It involves the prevention of material loss, but the focus is really on saving lives. Each loss, whether in combat or in the garrison, has an impact on our force.

In September I spoke at the Army Senior Safety Tactical Symposium. It was my opportunity to say "thank you" to almost 500 safety professionals for the work they do to keep Soldiers, Civilians and Families safe.

Their work impacts the conditions in which we train, work, live and play, both on duty and off duty. This includes driver training, home safety, child and family safety, weather conditions assessment, fire prevention, hazardous material handling, and weapons and range safety, to name just a few ways in which their work touches our daily lives.

I thanked them for their continuing diligence, their continuing efforts to monitor trends and address issues to prevent loss. A recent example was a six-month Army-wide fire safety campaign in 2009. The campaign was launched to reverse the increasing number of military housing and facility fires, and succeeded in netting more than \$20 million in cost avoidance in the second half of the year. An ongoing example is a motor vehicle and motorcycle traffic safety program that is contributing to a downward trend in accidental fatalities. We are at the lowest level in more than seven years, and other military services are looking at our model.

So we can point to examples of how our Safety Program is working. However, as I said to the safety professionals, for whose work I am truly grateful, we can never become complacent or act as if what we are doing is good enough, as long as we are still losing lives through senseless, preventable accidents.

Everyone is a safety officer. Everyone has an obligation to look out for themselves and the Soldiers, Civilians and Families around them. The requirements are in place—we have The Army Safety Program, AR 385-10 and IMCOM's Safety Program Regulation—so we need to make sure we act on them. In order to improve our safety efforts, there are six things I ask us all to consider:

First, we will not cut corners or funds to save money at the expense of our Safety Program. It is fundamentally unwise to do so. Why would we want to negatively affect a program that saves lives? Rather than cutting corners to save money, we should put money toward the right resources in order to improve the Safety Program. In doing so, we will have a positive impact in keeping the Army Family in tact.

Second, when we allocate resources for Safety Programs, we need to make sure to reach all members of the Army Family, not just active duty Soldiers. Funds need to be allocated for our Safety Programs to reach Soldiers of all components, retirees, Civilians and all their Families.

Only by reaching every member of our communities can we instill a culture that puts safety first - a culture that protects our Army Family and keeps the Army mission ready.

Third, everyone must support the Senior Commanders as they are responsible for the life of every Soldier, Civilian and Family member on their installation. Everyone must embrace the Safety Program and be actively involved. While the Commander is the one ultimately responsible for mis-

sion accomplishment and the safety of people and resources assigned to him or her, all of us must know the Safety Program and carry it out to standard. The Safety Program is the Commander's program and all of us are safety officers.

Fourth, I have been a motorcycle driver my entire adult life and have never had a motorcycle accident. I firmly believe that it is not a matter of luck, but preparation. I drive my motorcycle only if I have the right frame of mind, the right protective equipment and a planned route.

Many people label motorcycles as unsafe. However, it is not the motorcycle that is unsafe, it is the driver. That is why leaders need to make sure the appropriate safety training is available prior to a new rider driving a motorcycle.

It is not smart for an untrained motorcycle driver to drive his or her new motorcycle on post in order to learn how to operate it properly. Motorcycle driving simulators are necessary and should be made available at every IMCOM installation.

Fifth, the Installation Management Campaign Plan 2.0 is being launched this month at the Garrison Commanders' Conference in San Antonio. The plan's

Line of Effort on Safety charges commanders and other leaders to lead the way in changing behavior to prevent accidents, and to empower Soldiers, Civilians and Families at all levels to speak up when they see someone ignoring safety rules or doing something risky.

Safety is everyone's business, and it is our responsibility to ensure safe performance in all we do. Everyone will be held accountable for accident prevention. The LOE calls for providing



Lt. Gen. Rick Lynch, Defender 6

effective POV safety programs; heightening safety awareness; employing hazard control measures; requiring and promoting safe, healthy practices; and support for the Senior Commander.

Sixth, I challenge all of you to look at the IMCP's Safety LOE and ask yourselves, "What are we missing?" I often mention the 80 percent solution as being good enough to proceed, but this LOE is an instance when we need to keep aiming for 100 percent.

We cannot be satisfied as long as we have a single accident. If safety requirements are not adequate, we will improve them.

If we are doing something ineffective out there, we will stop. But if no one tells me, we cannot correct the issue. I need your

input.

When we think about the Safety Program, we should not focus on saving money. We should not concentrate our efforts on finding different ways to reduce costs, but on how to make our Safety Program better. It is about saving the lives of our Army Family. That is the passion every individual must pursue. When you practice safety and teach others about safety, you are saving lives - and I cannot think of a higher calling.

Support and Defend.

“
It is not smart for an untrained motorcycle driver to drive his or her new motorcycle on post in order to learn how to operate it properly.
”

Chaplain remembers a special veteran: his father

Story by Lt. Col. Paul E. Linzey
Fort Buchanan Chaplain

My dad was a sailor in the U.S. Navy in 1941 when he married my mother. He took leave to go on their honeymoon, but sailors had to be ready to report back to the ship within twenty-four hours, just in case a war broke out. Sure enough, just a couple of days into their honeymoon, the Japanese attacked Pearl Harbor. He left my Mom in New York City and took the train back to Norfolk, Va. where he joined his shipmates on the aircraft carrier, the USS Yorktown. "I'll see you in San Diego after the war," he told her.

Mom drove from New York to San Diego by herself. This was 1941, mind you! 3,000 miles, no interstate highways, no cell phones, no air conditioner, no radio in the car. Meanwhile, the Yorktown made its way down the east coast, through the Panama Canal, arriving at Pearl Harbor one week after the attack. Ships and buildings were still on fire. The destruction was overwhelming. With a sick feeling, the sailors saw what used to be the "Pride of the Fleet."

In a few days, the carrier set sail, moving out to engage the Japanese navy. Dad was there at the battle of Coral Sea, where his ship was damaged. The

Yorktown limped back to Pearl Harbor for repairs, but before the repairs were completed, they were ordered back to the fight. Operating at less than full power, they went out for the decisive Battle of Midway, made famous by the movie "Midway."

Dad played clarinet in the Navy Band before the war, but every sailor also had a war-time MOS. He was a ship telephone operator.

When the Yorktown was hit by torpedoes and bombs, the power went off throughout the ship, and the lights went off. Four decks down, it was dark. Pitch black! Dad had to "feel" his way up four levels to the flight deck. By this time the ship was leaning steeply to one side, and the men had to sit down and scoot down to the edge of the deck before jumping into the sea.

The surface of the ocean was on fire from burning fuel, but they had to dive in anyway, and swim as far as they could under water, hoping to get beyond the flames. Those who couldn't swim under water, burned and drowned.

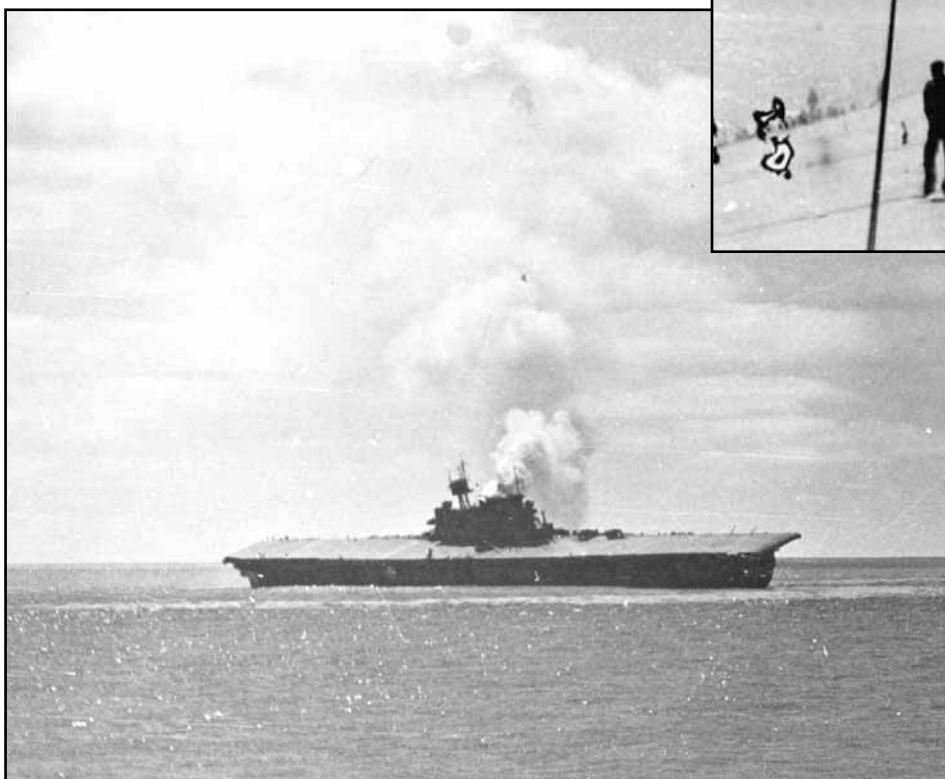
After four



Photos Courtesy Lt. Col. Paul E. Linzey

Wedding Photo of my parents 1941, just before WWII.

hours in the water, a U.S. destroyer rescued the survivors – including my dad. Eventually he made it back to San Diego. Mom was there at the pier to welcome him home. He survived the war. Mom survived the cross-country drive. As we celebrate Veterans Day and Thanksgiving, I have a lot to be thankful for!



The USS Yorktown: Top, wide shot of the ship as it lists and a photo from the deck before sinking. Bottom right, resting at the bottom of the Pacific.

Correction

In the October edition of El Morro the Fire Chief Jackie Doherty was incorrectly named as acting fire chief in a photo accompanying the article "IMCOM small fire department of the year: Fort Buchanan."

The El Morro staff regrets this error.

Doherty was recently named acting director of the Directorate of Emergency Services. Raymond Johnson, the former director of DES retired.

VA's video message for new vets

WASHINGTON - The Department of Veterans Affairs (VA) is launching a new television advertisement encouraging Veterans to take full advantage of the VA benefits and services they have earned. The ad is one step in a robust outreach effort aimed at welcoming returning Service members and easing their transition from military to Veteran status.

"VA is committed to reaching all Veterans to say 'thank you for your service', and to let them know about the health care, benefits and services available to help them meet whatever challenges lie ahead," said VA Secretary Eric K. Shinseki.

The 30-second ad, focuses on today's generation of Veterans returning from Iraq and Afghanistan, and shows the path a Veteran might follow from boots on the battlefield to addressing possible health issues, going to college, finding employment and buying a home. The ad emphasizes the goal of a seamless transition between the Department of Defense and VA as military Service members hang up their uniforms and enroll with VA.

The actor in the ad is Operation Iraqi Freedom Veteran Robert Kugler—a former Marine. The uniformed personnel in the background are also Veterans.

For more information on VA benefits, visit <http://www.va.gov/MyVA>

Free in commemoration of Veterans Day

National Park Service
U.S. Department of the Interior

In recognition of the service of veterans and current members of the U.S. Armed Forces, San Juan National Historic Site will offer free admission to visitors on Thursday, November 11, 2010.

This holiday is the perfect day to explore military history at some of the oldest European military structures in the NPS, including the largest Spanish fortification in the New World, Castillo San Cristóbal.

Visitors may enjoy by touring the interior of Castillo San Felipe del Morro and Castillo San Cristóbal, strolling the grounds of both fortifications and taking a leisurely walk at El Paseo del Morro.

Park personnel, some of which are current or former military service members, will proudly welcome veter-

ans and their families to your park, San Juan National Historic Site.

"We are very proud and honored to be commemorating Veteran's Day throughout the National Park Service in this manner, and specifically here at San Juan NHS where the fortifications mean so much to many generations of our servicemen and women," said Superintendent Walter J. Chavez.

San Juan National Historic Site is comprised of Castillo San Felipe del Morro, Castillo San Cristóbal, Fort San Juan de La Cruz (El Cañuelo), Paseo del Morro, San Juan Gate, and most of the city wall.

The park is open everyday from 9:00 a.m. to 6:00 p.m. except on Thanksgiving, Christmas and New Year's Day. The regular admission charge to San Juan NHS is \$3.00 per fort for adults, those 15 years of age and under are free.

For more information please call (787)729-6777.



ARMY VS MARINES
3rd Annual Turkey Bowl
Wednesday, November 24th
starting at 10:00 am
Fort Buchanan's Maxie Williams Jr Field

FREE Admission

787-707-3414
787-232-7599

Support your BOSS program JOIN US!

U.S. ARMY
U.S. MARINE CORPS

Keeping the Promise

Calendar of Events November - Veteran's Month

NOV. 6 - 8 a.m.- 2 p.m. - 2nd Veteran's Congress, Guaynabo

NOV. 7 - 1:30 p.m. - Veteran's activity, Gurabo

NOV. 10 - 10 p.m. - Veteran's Day at Fort Buchanan

NOV. 11 - Official Veteran's Day at Pedrín Zorrilla Coliseum, San Juan (behind Hiram Bithorn Baseball Stadium)

9 a.m. 2 p.m. - Exhibits

9 a.m. - 10:30 a.m. - Veteran's Cup - Drill Ceremony Competition - JROTC

11 a.m. - 12 p.m. - Official Protocol - Speeches, etc.

12 p.m. - 3 p.m. - Musical Groups - Rondalla de Yauco, PR Police Band

NOV. 11 - Veteran's Classic at Racetrack, Canóvanas

NOV. 11 - 9 a.m. - UPR-Aguadilla will conduct a Veteran's Day ceremony for employees and students who are veterans. They will also unveil a monument.

NOV. 11 - 10 a.m. - Puerto Rican Veteran Parade, Dorado

NOV. 11 - 6 p.m. - 8 p.m. - Veteran's Concert at Paseo La Princesa, Old San Juan With PR National Guard Band, TRADOC Band, Universities Choir, gun salute, fireworks. It will be taped and later transmitted via WIPR-TV, Channel 6 to Puerto Rico and areas in the U.S. with high populations of Hispanics.

NOV. 13 - 9 a.m. - Veteran's Parade, Naranjito

NOV. 30 - 10 a.m. - 2 p.m. - Bohemia (Guitar music) at Casa del Veterano, Juana Díaz

Survivor Outreach Services (SOS) Program Life Skills Classes:

November 4: Review of Stages of Grief: Denial & Anger

November: 18: "How can I move on?" In search of Joy: Understanding feelings of Bargaining

Classes are held from 1 to 3 p.m.

Location of classes is subject to change but current location for November classes is Army Community Services, Bldg. 1019-D Buchanan Heights

To verify this information please call:

Minerva Rosado, SOS Support Coordinator, 787-707-3692 or via e-mail: minerva.rosado1@us.army.mil

"We can help you cope with your loss, for as long as you desire"



SAFETY, From Page 1

A program, Roman said, which will successfully conserve resources.

"I need to develop a safety culture. I need to change attitudes. Right now, you will not find anybody on this post in any position of authority that will tell you that safety is not important to them but their actions belie their words."

Roman goes further.

"They (managers) do sacrifice safety for productivity they do, essentially, not allocate resources to safety; thinking that this is a burden rather than a means to achieve effi-

ciency and effectiveness and that's what safety is all about."

As an example he describes how managers display poor body language to employees.

"If I'm your supervisor and I say to the hilt, 'safety is really important to me,' but you see me go to a construction site without safety shoes or using a grinder without eye protection, or you see me not use my seat belt, what message am I sending?" He said.

Roman said this was behavior that happens continuously within the Fort Buchanan environment.

"It only takes one or two accidents to actually take back



Photos by Luis Delgadillo

Luis A. Salazar, lead instructor Army Safety training explains the availability of classes to retired Staff Sgt. Eduardo Cordero, as Capt. Javier Soto who is with the 402nd Civil Affairs Battalion at Fort Buchanan rides his motorcycles on the range Oct. 25. Above left: Salazar observes Soto going through the course.

everything that you think you've gained by not following safety continuously or properly for all the work that you do."

A safety stand down is a routine type of a correction that is done within the military and other organizations. It is one

way to bring things back to where they're supposed to be.

Roman sites the example of leaders who write standard operating procedures and implement them but over time the procedures begin to devolve.

Stand downs serve to reset the SOPs and in the case of a

safety stand down, the event reorients organizations and gives them a chance to pause and reflect on their safety practices, and make changes if necessary.

Roman seeks the overall im-

SAFETY cont. next page

CFC Campaign ends Dec. 15

A Message from Adria Lucca, Directorate of Family and Morale, Welfare and Recreation

Combined Federal Campaign (CFC) 2010 has arrived and I have been appointed as the Fort Buchanan lead coordinator. For many years I have helped and assisted the Fort Buchanan Combined Federal Campaign from different positions and approaches.

This year, the Directorate of Family and Morale, Welfare and Recreation (DFMWR) is the lead directorate in assisting with this year's campaign.

Your CFC coordinators, who are members of a committee of highly motivated and well respected key employees will be presenting the case for giving and asking for pledges so our campaign will be efficient and effective.

They will be contacting all of you, seeking the fullest cooperation. The solicitation period for this year will begin on Oct. 27, and will end on Dec. 15.

As every year goes by, we encounter different challenges and, our command sets different goals. The 2010 CFC requires a lot of

effort and what's more important: Team Work and we at Ft. Buchanan are a team.

All of us have commitments and obligations, but this is a great opportunity to help those who are less fortunate. Our monetary contributions, whether through a payroll deduction or a one time donation, will be greatly appreciated by those who receive our support.

In this way the donations go in a constant monthly flow directly to those who need them.

You will be surprised at how many people can have their lives changed for the better with our help. Participating in the CFC is a chance to support a cause we believe in.

As a "Team" we can reach our goal for 2010 of \$25,000.00. We need to adopt the "Yes I Care" attitude to achieve our goal.

I am counting on all of you out there in the different directorates to make this event a memorable one.

Thanking you in advance,
Adria Lucca
USAG, Lead CFC Coordinator
(787) 707-3682/3697

Combined Federal Campaign

Helping humanity...
It all adds up!

As a "Team"
we can reach
our goal
for 2010 of
\$25,000



Do's and don'ts: GSA fleet vehicle operation

As the operator of an GSA Fleet vehicle, you are responsible for its proper use, maintenance, and protection. Abiding by the following Do's and Don'ts will help us keep costs down and provide the service you need.

• Do drive defensively and safely. The most important safety factor in an automobile is you, the driver.

• Fasten Safety Belts. Required by Federal Property Management Regulation 101-39.300(c) and Executive Order 13043.

• Adjust head restraints so that your head centers on the restraint.

• Use both the rearview and side-view mirrors and the turn signal before moving from one traffic lane to another.

• Use the emergency flasher lights when your vehicle becomes disabled or when you stop for an emergency on the side of the highway or any public road.

• Obey all traffic laws. A traffic or parking violation is the personal responsibility of the operator.

• Do safeguard the vehicle, credit card(s), and keys against damage, theft, or misuse. Caution: your agency is financially responsible for losses due to vehicle theft, pilferage, vandalism, parking lot damages, and damages beyond normal wear and tear.

• Lock all doors and carry the keys and credit card(s) with you when leaving vehicle unattended.

• Turn in keys and a credit card when returning the vehicle to the FMC.

• Store the vehicle in a secure parking facility when possible.

• Report lost, damaged, or stolen credit cards and/or license plates immediately to the FMC.

• Report the theft of the vehicle or its contents immediately to:

• The local law enforcement agency
• The FMC manager or the MCC technician

• Your supervisor

• Set the parking brake when you leave the vehicle.

• Carry a valid operator's permit for the type of vehicle operated, including a commercial driver's license for vehicles if required.

Don't:

• Do not smoke. Smoking is prohibited in GSA Fleet vehicles.

• Do not use the vehicle for private business, personal errands, or recreation. Avoid creating any perception of misuse. Reported incidents of misuse often result in disciplinary actions.

• Do not transport members of your family, personal friends, or non-Government employees in the vehicle without specific permission from the head of

your agency or his or her designee.

• Do not use the vehicle for transportation to or from work or park it at your residence without valid written authorization, as required by FPMR 101.38-3.

• Do not drive the vehicle without fastening your safety belt and ensuring all passengers have fastened theirs.

• Do not use your cellular telephone when at a gas station. Cellular phone use at gas stations or anywhere fuel is stored is hazardous. The switches and high-powered batteries in the phone can generate sparks that can set-off explosions.

In one incident, a driver suffered burns and his car was severely damaged when gasoline fumes ignited an explosion while he was talking on his mobile phone near a gas pump. All electronic devices in gas stations are protected with explosive containment devices, while cell phones are not.

SAFETY, continued

provement of safety practices mainly because it is his job but also because he knows that sound theories on probability indicate that it is just a matter of time before a major incident occurs.

Roman points to H.W. Heinrich's Theory of Accident Causation, more commonly known today as the Domino Theory.

"In order for an accident to occur, that last domino to topple over, certain circumstances need to exist in time and space, each one of those causal factors, or circumstances or conditions is sort of like a domino."

From Heinrich's early theories Roman explained the accident causation triangle, which shows, for every major accident that results in death or serious injury, right below that level on the triangle 29 less serious accidents, or accidents resulting in property losses, will occur.

"The next tier down, you'll have three hundred minor accidents. Things where people get cut, suffer minor contusions ... they may not even go to the hospital. Below that you have close to 300,000 near misses all related to that one fatality or those 29 major accidents," Roman said.

"We live in that 300,000 zone all the time," he said.

Roman wants to remove the first and middle domino's from the row in order to prevent the final fail.

"The idea behind this stand down,

again is, let's bring you to reality, let's make you look at these near misses," he said.

Roman said he is available for anyone who seeks assistance in developing safety programs leading up to and after the stand down.

Another way Roman has of reducing the number of near misses and accidents is by getting help from Fort Buchanan leaders.

He is currently in the process of enlisting the help of leaders within each directorate in order for them to nominate collateral duty safety officers.

"What I want to do is train collateral duty safety officers by directorate on the things they need to know for their directorate," he said.

Roman would also like to train the CDSOs so they are empowered to relay messages of personal safety to employees for use at home.

"I need to get one (CDSO) for every type of activity that is out there, in public works for example I need about maybe five or six," he said.

At press time Roman had just five CDSOs appointed and four soon to be named.

Ultimately, for all involved, the incentives for participation in safety activities are safe work environments, opportunities for personal development through the CDSO program and lower costs of doing business, which in these times of belt tightening can easily mean a strong outlook for the future of Fort Buchanan.

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Photo by Perry O'Brien and Chris Reed at Ft. Belvoir, U.S. Army - Belvoir, November 6, 2007



Rafael Contreras, Directorate of Human Resources Workforce Development Program Specialist

Reigniting the growth of workforce development

LEADER, From page 1

now shifts to establishing the framework the Garrison Commander, Col. John D. Cushman, approves of in order to expand on one of the Cushman's most important goals, putting training people receive to good use.

"The technical term for this is the transfer of learning," Contreras said.

It's this transfer of learning, which will drive junior and mid-level employees to participating in succession programs that promote the development of workers local to Fort Buchanan. In the past, directorates worked independently to develop leaders and commit resources to employee development.

Now, with Contreras as the newly designated workforce development program specialist he will work to actively establish and sustain guidelines for workforce development.

Still, he recognizes that some employees might not necessarily want to take on expanded roles.

"Not everybody is meant

or wants to be a supervisor, no ... they don't want to be in charge of anything but they take pride in what they do. They are really professional in what they do," Contreras said.

Despite these interactions Contreras recognizes that these workers still have a strong understanding of their roles as members of the Fort Buchanan community.

"A lot of folks don't see this the same way Lt. Gen. (Rick) Lynch is seeing it. Lt. Gen. Lynch is seeing it from a Campaign Plan point of view but they know that they belong to a team, and (they see) what their goals are."

As he moves forward with the support of Fort Buchanan's leadership Contreras is confident he now has the tools he needs to move the garrison in a positive direction.

"We're going to develop a road map for employees of all grades that they can follow to increase their chances of success, that's what development does. We're going to make sure that the employee has the tools he needs to do the best job he can."

BOSS IN ACTION

Volunteers from the BOSS program will be collecting trash along Fort Buchanan Perimeter Road on November 20th, starting at 7:00 am. Community volunteers are invited and encouraged to join them in this community service project, that will beautify the road for everyone to enjoy, cyclists, walkers and runners.

What is BOSS?

Better Opportunities for Single Soldiers (BOSS) is a dynamic Department of the Army program that single Soldiers can participate in to enhance their Quality of Life, contribute to their community through Community Service activities, and assist in the planning and execution of their own Recreation and Leisure events.

Who is BOSS?

The BOSS program focuses on the department of the Army active duty single Soldier, but BOSS activities are open to all DFMWR patrons to include the National Guard, Army Reserve, other branches of service, Department of Defense civilians, Foreign Service members and geographical bachelors. Anyone can participate with the BOSS program.

To join or for more information about the BOSS program please contact SPC Amneris Caba, BOSS President at 787-707-3414



This is an unofficial publication produced by Marketing, Advertising & Commercial Sponsorship Branch, Fort Buchanan, P.R.

402nd CA battalion sends out Company C

The Soldiers' year-long mission in Africa will take them all over the continent to various countries.

Story and photos by Luis Delgadillo
Fort Buchanan Public Affairs

Families and friends bid farewell to Soldiers of 402nd Civil Affairs Battalion, Company C, first in a ceremony Oct. 26 and then at the airport the following day, as their service members embarked on a year-long deployment to Africa.

There, they will join their headquarters counterparts and assist people all over Africa as 402nd Soldiers travel spreading goodwill through civil military operations and engagements with key leaders from host nations said C Company Commander, Maj. Michael Sullivan.

As the Soldiers of the 402nd stood in formation with looks of determination on their faces, family members sat quietly, some smiling others displaying concern and unfamiliarity with the pageantry of the event.

"For most of them (family members), this is their very first deployment so of course it's a very challenging experience for them but hopefully ... as the family readiness group ... our mission is to be able to give them all the support they need," said Sonia Torres Family Readiness Group Leader.

Torres said one of the biggest responsibilities the FRG has is to make sure the families don't feel like they are alone.

"Some of us have already gone through a deployment already so we have some experience to share and we



understand their anxiousness, we understand their concerns so hopefully we're going to be able to fulfill those," Torres said.

When asked if family members were connected to the services available to them at Fort Buchanan, Torres said it was incumbent upon the family readiness group to maintain that link through newsletters and by disseminating information.

Most of the families are not from the metropolitan area near Fort Buchanan and thus do not travel here regularly.

As Torres and other FRG leaders work together to fulfill the needs of the families Sullivan's attention turns squarely to returning his Soldiers back to their families safely.

During the year-long deployment the battalion and the Soldiers of company C will "deal with everything from humanitarian assistance to populace and resource control. Basic training for civil affairs covers working inside of embassies with State Department personnel, with local civilians so that's the training model," Sullivan said.

While training for the mission involved trips to Guatemala for some CA



Top: Arena Clavell hands her mom, Spc. Natasha Meléndez, a drawing she made during Company C, 402nd Civil Affairs Battalion's farewell ceremony Oct. 27. Above: The first sergeant of Co. C hands control of the formation over to the commander, Maj. Michael Sullivan.

teams, Sullivan said he was fortunate to have Soldiers with diverse professional backgrounds.

"We have folks, especially in higher levels, who do everything. In the company alone, we have several business personnel, teachers and we even have a medical doctor going down with us as well," Sullivan said, "you know we run the gamut that's the good thing about civil affairs."

After the ceremony, a young couple, Pfc. Alcadio Matos a civil affairs specialist, and his wife Vivianette Rosario, sat quietly on bleachers in the An-

tilles High School gymnasium where the farewell ceremony was held. Matos a recent advanced individual training graduate commented on his expectations for the deployment.

The couple is expecting their first child, a boy, in January while Matos will be on his 3rd month of the deployment.

Matos hopes he can be home after the birth of his son so he can spend the most of his leave with his new family. "The economics are not so good so we have to work that but I like my job," he said.



All photos courtesy of the Fort Buchanan Fire Department







Photo by Luis Delgadillo

An Antilles High School student delivers his dedication to be free of drugs via his T-shirt.



Photo by Leo Martinez

Students from Antilles Elementary school perform during the kick-off to Fort Buchanan Army Substance Abuse Program's Red Ribbon Week Oct. 25. This year's theme shown above was interpreted in various ways by students from Antilles Middle and Antilles High School.

ASAP's Red Ribbon Week puts message of "I am Drug Free" front and center

Story by Luis Delgadillo
Fort Buchanan Public Affairs

During a week of festivities and messages, the Fort Buchanan Army Substance Abuse Program celebrated staying drug free during Red Ribbon Week. The series of events, which ran from Oct. 23 to Oct. 31, began with a ceremony Oct. 25 at the Fitness Center recognizing the sacrifice of Enrique "Kiki" Camarena who was killed in the line of duty while working undercover in Mexico in 1985.

Harold D. Willis, assistant agent in charge for the Drug

Enforcement Agency's, Caribbean Division reflected on Camarena's work and vowed to continue his fight.

"Nothing good comes from drugs," he told the few dozen students in attendance who were representing their school's in the ceremony.

Myrna Llanos, prevention coordinator and José Berrios, drug testing coordinator both with Fort Buchanan's Army Substance Abuse Program, received special recognition for the organization of Red Ribbon Week from Installation Management Command, Southeast

Region leadership. On Oct. 29 Berrios and Llanos were presented with a Certificate of Appreciation for the work carried out by the two in the ASAP program. Though Red Ribbon events last one week both Berrios and Llanos are quick to point out that staying drug free is a lifetime responsibility.



Photo by Luis Delgadillo

Myrna Llanos, prevention coordinator with the Army Substance Abuse Program and Col. John D. Cushman, garrison commander hold the Red Ribbon Week Proclamation Oct. 23, just after Cushman signed the document pledging his support.



Photo by Luis Delgadillo

Harold D. Willis, assistant agent in charge for the Drug Enforcement Agency's Caribbean Division speaks to students from Fort Buchanan school about the dangers of drug use and the merits of keeping clear of any substance abuse Oct. 23.



Photo by Luis Delgadillo

From left: Maria Morales, Human Resources director; Col. Christopher Keith Hoffman, Installation Management Command Southeast Region deputy region director; José Berrios, drug testing coordinator and Myrna Llanos pose for a photo as Llanos holds a certificate of appreciation presented to her and Berrios Oct. 29 for their efforts with Red Ribbon Week and the management of the garrison Army Substance Abuse Program.

Interview: Retired Maj. Gen. Félix Santoni

He retired from the military more than fifteen years ago but if you opened his calendar and studied it for a moment you would find no evidence of a relaxed work schedule.

In fact, people half his age would have a challenging time keeping pace and now, as newly reappointed Civilian Aid to the Secretary of the Army for Puerto Rico, retired Maj. Gen. Félix Santoni shows no signs of slowing down.

El Morro's editor in chief, Luis Delgadillo had a chance to sit down with Santoni and ask him about his upcoming tenure as CASA including reasons why Hispanic officers are few in the general officer ranks. The interview will be published in two parts with part two coming in the December edition of El Morro.

Delgadillo: What are your goals for your upcoming tenure as the newly reappointed Civilian Aid to the Secretary of the Army for Puerto Rico?

Santoni: Number one is to work closely with the governor of Puerto Rico in support of the United States Army on the island.

That's making sure that the government supports the garrison, provides all the support that they can to the Puerto Rico National Guard and all of the support that is necessary for the U.S. Army Reserve. When I say support to these institutions it's actually support to Soldiers and

their families that are doing so much for us. That's probably the number one thing that I would like to continue doing.

Delgadillo: And it's not so much financial support, it's moral support and service support types of functions.

Santoni: Yeah, making sure that the government is supportive through the government agencies.

One of the issues I'm dealing (with) very much is that these returning servicemen that are coming back, with all of the problems. Some of them have, PTSD (post traumatic stress disorder) some of them have traumatic brain injuries; (I'll be) making sure that the government agencies respond to their needs and the needs of their families.

In some cases even while the Soldiers are deployed, (the hope is) these agencies will respond to them. The other thing I want to do is, obviously, provide support to the U.S. Army recruiters here on the island. I spend a lot of time with recruiters, I help them out, go to many of their functions and that's because I think that they are the ones that are outreaching [sic] to the people of Puerto Rico.

They're providing opportunities for these young men and women to join the United States Army and serve our nation. I give the recruiters quite a bit of time. I'm very supportive and very much involved with the ROTC. Why ROTC? Simply,

every cadet, 99.9 percent of the cadets that we end up commissioning from Puerto Rico are Hispanics. Right now, the Army has a very serious problem, in my opinion. We have an enlisted force that's about 16 percent Hispanic, our officer corps is only about five maybe six percent Hispanic. Puerto Rico, everything we produce here is Hispanic so Puerto Rico is a great source of Hispanics in the officer corps in the U.S. Army.

If we want to see general officers that are Hispanic we got to start them as 2nd lieutenants, 1st lieutenants, we got to start them at the bottom because you don't

appoint a general you promote a general. So we need a good bunch of kids, young men and women, that are willing to serve and can move up. So hopefully, twenty years from now we'll have our adequate representation at the higher ranks, which right now we do not have. And I've been saying that everywhere.

Delgadillo: This might be a dire way of putting it but can you count on one hand how many students have gone on to West Point?

Santoni: West Point? I mentioned ROTC. Let's talk about West Point. Right now, we have a cadet in every year at the academy. We've got one cadet in first year, we've got one cadet in second year, we've got one cadet in third year, we've got one cadet who graduates and we have one who just graduated. The last cadet from Puerto Rico that I know of was in 1991. So this is a total turn around.

Delgadillo: Who would you attribute that to because that starts in the family doesn't it?

Santoni: Well, we've been out there visiting schools. We've

been trying to recruit. We have had great support from the academy (West Point). We had a captain who has now left the Army, his name is Jesus De Torres. Jesus came here, he outreached to me [sic]. I got very much involved with him. And we've done just wonderful. We were able to go into Colegio San José, which is a very fine high school here in Rio Piedras run by the Marianas brothers. We've got one kid from Colegio San José who is in his second year.

We've got (another) one that is a freshman, just started; his father is Charlie Masters, lieutenant colonel, retired from the

Puerto Rico Air National Guard and right now we are looking at twelve individuals from Puerto Rico, from high schools; that have expressed an interest in going to West Point.

And we think we might have the first female from Puerto Rico going there this year. Out of the twelve there are three females that have expressed an interest in going to the academy.

Delgadillo: That's amazing. When do they hear, because they already applied right?

Santoni: West Point has a rolling admission process and we, when I say "we" I mean Lt. Col José O. Olmo, who is a reservist.

He is also a MALO, which is a Military Academy Liaison Officer for West Point, he helps me tremendously on this.

What we're trying to do is make sure that they complete their files; their physicals etc. so we can get them in there. And the admissions office there, at West Point is just giving us great support, really great support.

There is a captain by the name of Albert Vallejos who was here



Civilian Aide to the Secretary of the Army for Puerto Rico
Ret. Maj. Gen. Félix A. Santoni

about three weeks ago, they (the West Point admissions office) had a 2nd lieutenant (graduate) that came here and met with all of the candidates who went to a meeting at the resident commissioner's office. We had never had this before.

Delgadillo: So you've never received this kind of support?

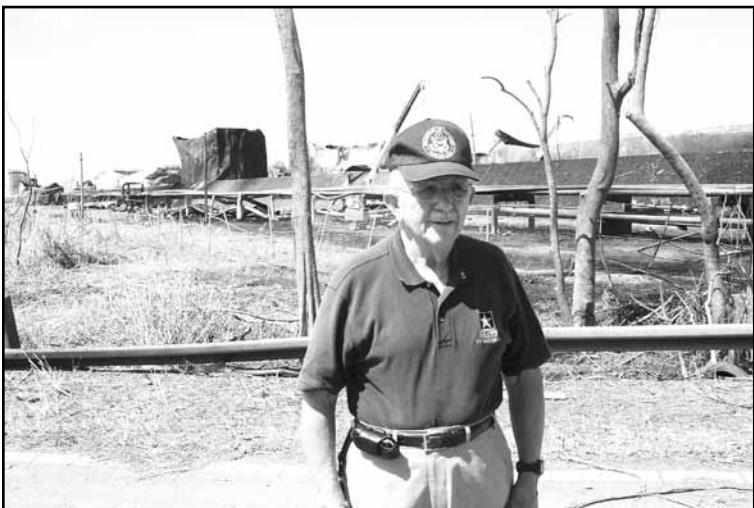
Santoni: Oh no, no, I'm not an academy graduate, I'm an ROTC (Reserve Officer Training Course) graduate out of the University of Pennsylvania but I happen to get involved with this young man (Vallejos) who came here.

It's a great story, his story is a great story. This kid, went to West Point, he went to prep school first then to West Point, did four years at West Point and then graduated. Served in the Army, went to Iraq to fly helicopters, came back, was assigned to the academy, worked in the outreach section and came to Puerto Rico and I met him and I got involved with him and this started this whole thing. The young man that just was commissioned he's from Bayamón.

Delgadillo: Alemañy right?

Santoni: Perez-Alemañy, you did an article on him. You also did an article on (cadet Charles) Masters who is the one who is there now. Masters is the one who is a Plebe. Robert (Perez-Alemañy) became a company commander in his last semester, he did very well and right now he's at Fort Leonard Wood.

He's at BOEC (Basic Officer



File photo

Civilian Aide to the Secretary of the Army for Puerto Rico, retired Maj. Gen. Félix Santoni, surveys the aftermath of CAPECO explosion..

See SANTONI page 16

Military Family Appreciation Month



Thanksgiving Word Search

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| 1. Carve | 11. Holiday |
| 2. Celebrate | 12. November |
| 3. Colonist | 13. Pilgrim |
| 4. Cornucopia | 14. Platter |
| 5. Cranberry | 15. Pumpkin |
| 6. Dessert | 16. Thanksgiving |
| 7. Farmer | 17. Tradition |
| 8. Feast | 18. Turkey |
| 9. Gather | 19. Vegetable |
| 10. Harvest | 20. Worship |



Great American Smoke Out Nov. 18, start quitting now

By BethAnn Cameron, Health Educator
U.S. Army Public Health Command (Provisional)

Staying tobacco-free is not easy. Be proud of yourself as a person who no longer needs to depend on nicotine or be controlled by nicotine. First, you freed yourself from tobacco. Now, you start an important and sometimes challenging journey in your independence from nicotine.

Many people make the transition from using tobacco products to using nicotine replacement patches, gum or other medication. Remember to use the medications as prescribed by your health care provider. You may experience uncomfortable feelings such as headaches, nervousness, irritation or anxiety. Drinking plenty of water can ease these discomforts.

These symptoms will go away as your body tolerates reduced amounts

of nicotine until there is no nicotine left.

Before you automatically reached for your cigarettes or spit tobacco. The automatic reaching will be almost gone in a few months. The association between tobacco and many of your daily activities will curtail. Before, you trained your brain to connect using tobacco with a daily activity. Now your daily activity is connected with a new habit or pattern of behavior that you developed. (Before you drank a cup of coffee and smoked a cigarette or reached for your spit tobacco in reaction to fatigue or stress. Now you reach for a straw, a piece of candy or gum.)

The process of maintaining control in order to stay tobacco-free requires using some strategies. One tip is to avoid people or places where people use tobacco. To cope with an urge to

smoke, use the four Ds.

-Deep breathing: take slow deep breaths to feel relaxed and in control.

-Drink water—at least eight glasses a day.

-Do something else to keep busy.

-Delay by counting to 100 or 200 and thinking pleasant thoughts until the urge passes.

Another alternative is to use a “survival kit” of items such as chewing gum, candy, toothpicks, rubber bands and paper clips to serve as substitutes instead of using tobacco.

You may have pleasant memories of tobacco and think how nice it would be to have just one cigarette or a little dip. This is risky because it can lead one to “slip” or relapse into using tobacco. If you slip, make a fresh start by considering the circumstances that caused the slip. Review your reasons why you quit

tobacco: health, family members, personal appearance, easier to breathe or mission readiness. Set a date, make a quit plan and quit again. Be sure to get support system: a buddy, someone to talk with, or a group of people who can support you. The only people who lose their battle with tobacco are the ones who stop making an attempt. Each unsuccessful attempt to stop increases the likelihood that the next attempt will result in success.

Most people who quit say that about one year after quitting they no longer think about tobacco. This depends on the amount of nicotine, your level of dependence and how many aspects of your life rotated around using tobacco.

Remaining tobacco-free for the rest of your life can require effort. Do whatever is necessary to maintain your tobacco-free status. Make it last.

Another reason to quit smoking: third-hand smoke

By Karla Simon, Industrial Hygienist
U.S. Army Public Health Command (Provisional)

Tobacco smoke has added a new potential danger to its list of hazards: third-hand smoke. The term was coined in a study published in the medical journal, “Pediatrics,” to describe the interaction of tobacco smoke with indoor surfaces.

Most people know that first-hand smoke is inhaled directly by a smoker and second-hand smoke is the smoke passively breathed in by people near someone smoking. Researchers have determined that third-hand smoke is the residue left on surfaces from second-hand smoke. The pungent scent of smoke that lingers in enclosed spaces long after a cigarette has been extinguished gives away the presence of third-hand smoke.

Parents often smoke when their children are out of the house to try to reduce second-hand smoke exposure. They also turn on fans to ventilate the room and let down a window in a car to dissipate cigarette smoke. However, these actions do not eliminate the health hazards associated with tobacco smoke. A study published in the journal, “Tobacco Control,” found that the

sticky residue from nicotine and tar can persist in carpets, furnishings, drapes, dust and on skin and clothes for several months after smoking had ceased.

New research has shown that residual nicotine reacts with a common air pollutant, nitrous acid, which is a combustion product generated with the use of gas-powered appliances and vehicle engines. The nicotine and nitrous acid combine to form more carcinogenic compounds. These small particles can enter the body either through skin exposure, dust inhalation or ingestion.

According to the Mayo Clinic, it can take two to three minutes for a smoker to stop exhaling the toxins of smoke after their last puff.

Third-hand smoke can remain on or in the smoker long enough to settle in places considered smoke-free.

Babies and toddlers are of particular concern, since they have far greater exposure to contaminated surfaces. Although adults are discouraged from smoking when children are present, this is not enough. Making the home and car a hundred percent smoke-free will protect your loved ones, human and animal.



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SANTONI, From Page 13

Engineer Course) right now and reports to the 3rd Infantry Division at Fort Benning. He's coming down here the first weekend in November, his mother told me that the other day.

Delgadillo: I understand that there is also a little bit of an issue with how these young ROTC or even West Point students, how when they become officers, they don't necessarily go into the right jobs, in order to be selected (for higher promotions) later on in their careers.

Santoni: Well, (sighs) OK, let me explain this and I address that in the speech that I (gave at Hispanic Heritage events), what happens basically is, and I picked this up from somebody else this is not really my own personal experience. What happened was, last year I looked at the board findings from colonel to brigadier general in the active component and there were forty

names on that list and there was not one Hispanic on that list. Now, if you think that we need to have Hispanic generals this is something that is very important, I'll tell you why. And, It sort of came home when I went out to Fort Carson (Colo.) in April, I went out to Fort Carson to visit and I had a 2nd lieutenant that I had commissioned here from ROTC January of the year before, and we were talking and I'm trying to tell her how good I think she is for the Army.

Her English is excellent, right now she is in Afghanistan, and I said 'you know you got a great opportunity in the Army' and she looked at me and she said, 'general but you know I look up there (at the ranks) and I don't see mine [sic] (people) up there.'

So getting people who are Hispanics to become general officers becomes very important because if you've got this bigger influx of Hispanic cadets coming who are being commis-

sioned they gotta know that they can make it to the top.

In my case I made it but we, you know, we need more so they will serve as mentors to these young kids that are coming in. When I looked at the list and I saw that there was none from Hispanics. I said there's gotta be something here, so I called a general officer who just retired, Puer-torriqueño, he used to be the commander of SOC (Special Operations Command) South, his

name is Hector Pagan. I said, 'Hector, why? You must have looked at some Hispanic files going to the board.' And he said 'Yes, general but there are two or three reasons I think these kids

are not making it, these guys are not making it' – and they're all O-6's going to the board, OK? – He says 'the first thing is the majority of them never had the good jobs.'

Now, what is a good job? If you get selected to be Gen.

Petraeus' aid that's a good job.

Delgadillo: At what level would you, that is a ...?

Santoni: It could be a major it could be a lieutenant colonel. My aid was a lieutenant. The aid two a

two-star is probably a captain. The aid to a three star is a major.

Delgadillo: So it just varies on the level of a general officer and the junior officers

Santoni: Oh yeah, right. It's

very important that when Félix Santoni goes to a board, to have an OER signed by somebody that has made it.

Who says (to the board) Luis (Delgadillo) walks on water. Unfortunately, Hector pointed out that a majority of these officers never had the good jobs. Let me give you an example. I sat on several boards at the GO (general officer) level.

If I saw an OER signed by one or two or three of my bosses, one was a four-star, Barry McCaffery who became the drug czar, the other one was George Allen who became the Supreme Commander, Allied Forces Europe, I worked for him for three years, the other one was Lt. Gen. Johnson the commander of 2nd Army.

If I saw an OER signed by Johnson and that OER said, 'Luis walks on water and Luis is top block' I don't even read the

SANTONI cont. next page

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... in my case I made it but we, you know, we need more so they will serve as mentors to these young kids that are coming in.
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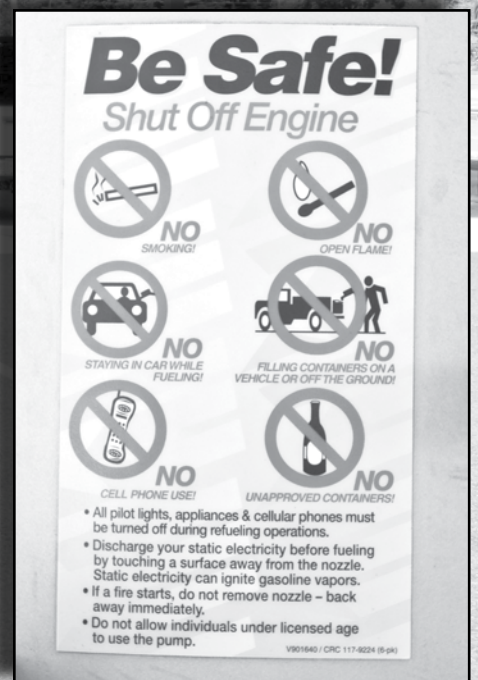
- Santoni,

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SANTONI, continued

darn thing. I mean, for me that's gold so that's a good job. A good job is having a guy that can help, who can guide you who can take care of you who can pull you out of the pack and tell the rest of the world, 'they're all good but this guy is exceptional.'

He (Hector) said, and I tend to believe he may be right, 'somewhere along the line these guys, these Hispanic guys don't end up getting the good jobs' Now, it could be because they didn't seek the good jobs or it could be that they never got selected for the good jobs. But that's important we've got to get these kids to have the visibility that this general officer will say 'I will pick Santoni to be my aid, OK? So that's something we've got to work at.

Second thing is, and he said this very, very (trailing off), he said 'general I have a feeling that the majority of these young men and women,' Hispanics, 'don't look for mentors.'

In this system, which is huge, you need to have a mentor. You need to have somebody that is willing to spend some time helping you become better. Now, mentors don't look for

mentorees. The Mentoree has to look for the mentor. I know oodles of officers and some of them, you know, I meet 'em and I never hear from them again.

But I got some man, that call me every other week. I mean they call me sometimes two and three times a week. I got a recruiter who used to be a recruiter here in San Juan. He's at Fort Knox, 1st lieutenant, got me invited to be his graduation speaker at his OCS at Fort Benning (chuckling). Got me invited to be the graduation speaker at an

“

The Mentoree has to look for the mentor. I know oodles of officers and some of them, you know, I meet 'em and I never hear from them again. But I got some man, that call me every other week.

- Santoni,

”

event at Fort Lee. I got a major that's working right now in special forces who used to be the company commander of recruiting here, I mean this guy calls me every two or three weeks. I have (another) 2nd lieutenant that called me Sunday, a female she's married to another 2nd lieutenant and I did their commissioning. They keep in touch they call me.

You need that, you need somebody that can tell the world 'they're all good but by the way man, Ashley ... Ashley is just outstanding, that's it.

Delgadillo: Some junior officers have problems expressing

themselves in English, how do we overcome that?

Santoni: We've got to work, if they're ROTC, we've got to work in the system.

The system has to provide them the opportunities to straighten their English to the point that they feel very comfortable. And that they feel that they can carry on a full-fledged conversation with a senior officer and not be afraid that they cannot have that kind of a relationship with a senior officer, that is a must.

Delgadillo: ... Even if they do have an issue speaking English clearly or expressing themselves effectively ... it's only of benefit to them if they just push through that initial feeling of discomfort and just say 'I might not be able to express myself clearly in English right now but I can guarantee that this is going to improve.'

Santoni: They have to understand that if they want to be successful in this system, and the system needs for them to be successful, they have got to seek mentors in the system. They've got to find somebody that will make sure they are talked about so they become an important element in the system.

Delgadillo: The fact that FMWR, through ACS or SOS, has a hard time communicating with people who speak Spanish exclusively, these are the fam-

ily members primarily, is there anything you can do or you can work on to change those kinds of policies because as of right now the policies are English only for print.

Santoni: Let me tell you what I'm trying to do. Whenever I go to a session with the secretary, and the secretary is the number one individual as a civilian in this institution, I make it a point to address issues that affect Hispanic Soldiers. I sometimes shy away from having that as my only topic. I don't want the system to see me as an individual ... focused strictly on the issue of Hispanics. I serve the Army in many ways and not necessarily dealing with the Hispanic issue. But I'll give you an example (of my circumstances). Right now there are 91 or 92 civilian aides. Some states have three like three, like California.

The only one in that 90 some, who is Hispanic, is me. So take a percentage, you'll find, that among the civilian aides, and these are people who have access to the secretary, I'm probably (chuckling) a very unique individual.

So I make it a point to make sure that leadership understands that this is an issue that they need to address. They've got to provide opportunities for these young men and women that are coming in and obviously part of that is taking care and making

sure that their families are taken care of and that the families feel that they are part of the system. Obviously, what you are pointing out is absolutely true.

If there is only literature in English and there is no literature in Spanish and maybe the wife has never lived outside of Puerto Rico. The system has got to find a way to make sure that family is taken care of and that family feels that they are part of the system because remember, we may recruit Soldiers but we retain families.

And if the family doesn't feel that they want to be part of this they're going to make life hard for the guy and we'll end up losing young men and women that we want to keep in the system.

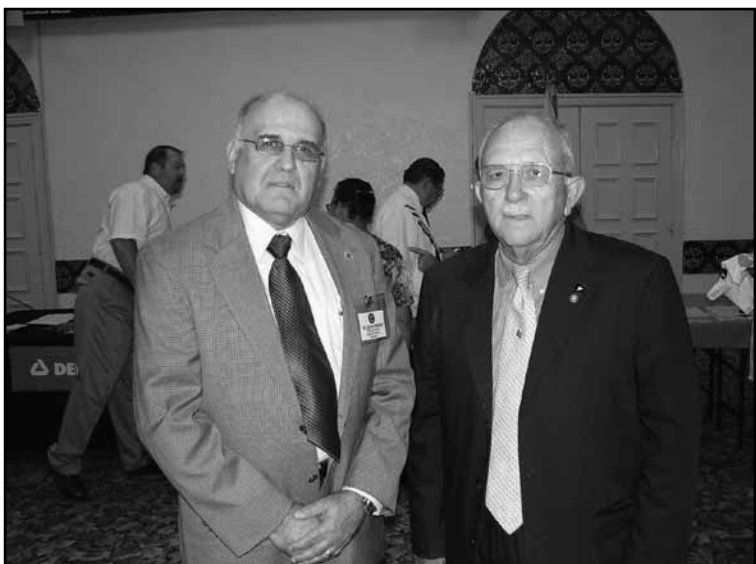
Bringing to the attention of the leadership how important it is for them to make sure that these families are well taken care of, that they feel comfortable, that they may have a handicap in their English but that's got to be worked at, that's something that's obviously a very high priority for me.

Catch part two of the interview in the next edition of El Morro. In the next issue, Santoni will further the discussion on roles and responsibilities for junior officers including how asking for those 'good jobs' requires performing at a higher level.



File photo

The Civilian Aide to the Secretary of the Army for Puerto Rico, retired Maj. Gen. Félix Santoni, the Gov. of Puerto Rico, Luis Fortuño and Brig. Gen. Oscar R. Anderson former deputy chief of staff, Army Reserve Command.



File photo

José M. Rosado, a retired brigadier general and U.S. Army Corps of Engineers deputy district engineer for the Antilles, and the Civilian Aide to the Secretary of the Army for Puerto Rico, retired Maj. Gen. Félix Santoni, both well known military professionals and mentors to hundreds..



U.S. Army Reserve
1st MSC
Fort Buchanan, Puerto Rico

Promoting, Recruiting and Growing Citizen Soldiers



1st MSC seminar focus: stress reduction, civilian recognition

On 30 Sept. the 1st Mission Support Command hosted a seminar and award ceremony at the Fort Buchanan Community Club for the civilian work force, which is spread out across the island. All present enjoyed the topics discussed by Dr. Annie Mariel Arroyo, from Triple-S Health Insurance on understanding emotions and stress management.

Later, Brig. Gen. Fernando Fernández, 1st MSC commanding general, Addison D. Davis, IV command executive officer,

director of services and Infrastructure Core Enterprise, Fort Bragg, NC and Miguel Isaac, 1st MSC command executive officer, handed out certificates of promotions, performance awards and five thru thirty-five years of service recognitions.

Among the awardees was Christopher A. Routenberg, budget analyst for operations and maintenance for the Army Reserve from the comptroller office who received a recognition for 45 years of service to the government.



Annie Mariel Arroyo, from Triple-S Health Insurance speaks to 1st Mission Support Command personnel about understanding emotions and stress management Sept. 30.

All-terrain all the time

The 268th Transportation Company and the 266th Ordnance Company are the proud new owners of a Kalmar RT240. This state of the art container handler will give these two units one of the best pieces of equipment on the market so they can train for their wartime mission.

The use of containers for the delivery of a wide variety of supplies has expanded in most military operations throughout the world. Operations in locations, such as Southwest Asia, have created situations where troops must be supported in areas where

infrastructure has been destroyed or is non-existent.

The Kalmar Rough Terrain Container Handler is the answer to container handling on unimproved rough terrain surfaces. It is a mission specific cargo handling solution for transporting 20 foot and 40 foot containers with a rated capacity of 53,000 lbs. It can lift, move, stack, and unstack 20 and 40 ft. containers while working in almost any temperature. It also has the capability of 2 wheel, 4 wheel, and crab steering and ready transportable for highway, marine, and air in less than 30 minutes.



In the photo Sgt. 1st Class Angel O. Vélez, Customs/Transportation noncommissioned officer in charge, 1st Mission Support Command, Logistics drives the RT240 in the San Juan Port.

Teamwork leads to play, cohesiveness

On 21 Sept. the 1st Mission Support Command celebrated its full time unit support organizational day. This activity included all of the full time personnel, mobilized Soldiers, civilians and contractors of the command.

The intent of this activity was to celebrate and integrate the commands unit of work and cohesiveness of the units. The activity took place in Central Park, San Juan where everyone present enjoyed a great day of camaraderie, games and music. Some of the events included volleyball, horseshoe, fast-pace walking and dominoes.

In the game of dominoes, two officers of the 1st MSC received the dreadful “Chi-va” or better known in English as a “skunk” and to save face, the name of these gentlemen will not be divulged.

Congratulations to the working force behind the logistics and coordination of this great event and a special thanks to the Exchange, which provided many gifts that were raffled among the attendees.



Members of the 1st Mission Support Command participate in a organizational day held Sept. 21 at San Juan's Central Park. The event included team sports and other competitive games that inspired unit cohesiveness.





U.S. Army Reserve
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Employer Partnerships travel to conference

The Employer Partnership of the Armed Forces participated in the Society of Human Resources Management (SHRM) conference in Puerto Rico in September. The Employer Partnership was on hand in order to promote the program's benefits to employers and Reservists alike.

The Employer Partnership, referred to as "EPO", connects civilian sector employers with the skilled and experienced workforce residing in the Reserve Components. EPO establishes partnership agreements with employers which facilitate the hiring of Reserve and National Guard Service members.

As a result of recent outreach efforts, the program currently has six signed employer partners in PR; El Conquistador Resort, Municipio de San Juan, Puerto Rico Electric Power Authority, St. James Security, Radio Uno Group and Universia Puerto Rico. Overall the program has more than 1,100 Employer Partners. And through a relationship with the Direct Employers Association, job seekers have access to more than 450,000 available positions Nationwide at any given time by using the EP virtual job search portal.

"We are working to expand the number of partners in the island," said Lt. Col. Rafael

Díaz, Human Resources Officer for the Employer Partnership. "The partnership benefits both employers and Service members; so increasing the number of partners here is in everyone's best interest."

Díaz and Program Support Manager (PSM) from Florida Ms. Rachael Foster also met with Brig. Gen. Fernando Fernández, 1st MSC Commander and Col. Miguel Isaac, 1st MSC deputy commander. They discussed opportunities for increasing awareness of the program's benefits among Reservists and employers in PR.

Service members also have access to direct assistance through EPO PSMs, who have developed relationships with employers. The program is also working with its partners to develop shared training initiatives and to streamline professional credential processes for Service members who already gained relevant skills through the military.

On November 12 the Employer Partnership is launching a new, state-of-the-art job search application for job seekers. The application will allow users to set-up a personal profile so that he or she may save searches, search parameters and individual job announcements within their own "dashboard". By activating the alert option, seekers will



Liz Torres, vice president de administración for Saint James Security receives recognition from 1st Mission Support Command Commander Brig. Gen. Fernando Fernández for her organization's role in Employer Partnership of the Armed Forces.

be provided with a notification whenever a desired position is posted.

The portal offers other useful features as well. The Resume Builder allows users to create and keep their resume available within the system. Service members will have an additional feature available to them: access to the PSM network for career counseling and resume assistance. The new

portal's functionality improvements make the search and application process much more efficient and time-saving for job seekers.

But the improvements don't stop there. Employers will find the new portal more useful as well. They may enter position vacancies directly into the system and track those jobs, applications and views through their company dashboard.

Employers may also reach in to the system and locate the resumes of qualified candidates who may not have had the chance to apply themselves. So just by posting a resume a Reservist may be contacted by an employer who needs their skills. For learn more about the program or to begin using the search tools we encourage you to visit www.EmployerPartnership.org

Soldier trades stripes for 2nd Lt. brass

In a direct commissioning ceremony celebrated at the Fort Buchanan Community Club, Staff Sgt. Domingo Rosado-Camacho was sworn-in as a 2nd lieutenant by Brig. Gen. Fernando Fernández, 1st Mission Support Commanding General. Rosado-Camacho now takes

on the responsibility as a quartermaster. officer 2nd Lt. Rosado-Camacho was formerly assigned to the 390th Port Opening Transportation Company as an Active Guard Reserve staff sergeant with duties as a supply sergeant.

Upon receiving his Commission his new unit of as-

signment is the 166th Regional Support Group as a Supply Officer. After the ceremony, 2nd Lt. Rosado-Camacho was greeted by his family, coworkers, friends and mentors who wished him good luck in his future military endeavors as an officer in the United States Army Reserve.

